

WARFIGHTING DOCTRINE DEVELOPMENT

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Introduction

Until it achieves the capabilities of the Objective Force, the Army will be a hybrid force comprised of many unit types at various levels of modernization. Our warfighting doctrine must account for these differences. It must also emphasize the distributed, noncontiguous operations required in Joint Vision 2020. It must address the complete range of potential tactical and operational missions and diverse operating environments. This includes open rolling terrain, close terrain, and the equally challenging complex urban terrain that has become the battlefield of choice for many adversaries. Most important, this doctrine must be comprehensive and embrace the full spectrum of military operations, providing a conceptual basis for the rapid transition, without loss of momentum, across the spectrum of operations. It must be relevant to Legacy Force units and adaptable to Interim Brigade Combat Teams and Objective Force units.

In the near term, the U.S. Army Training and Doctrine Command (TRADOC) is conducting an integrated rewrite of key Army concepts, doctrine, and strategic plans to address full-spectrum operations in the joint, interagency, and multinational environments. TRADOC will focus on doctrine and warfighting concepts that enable joint synergy to maxi-

mize lethality and survivability. Joint capabilities for precision maneuver and engagement, particularly the engagement of moving ground targets, will demand concepts and associated capabilities for joint, real-time, fully integrated sensor-to-shooter links and exponential advances in the Army's precision engagement capabilities.

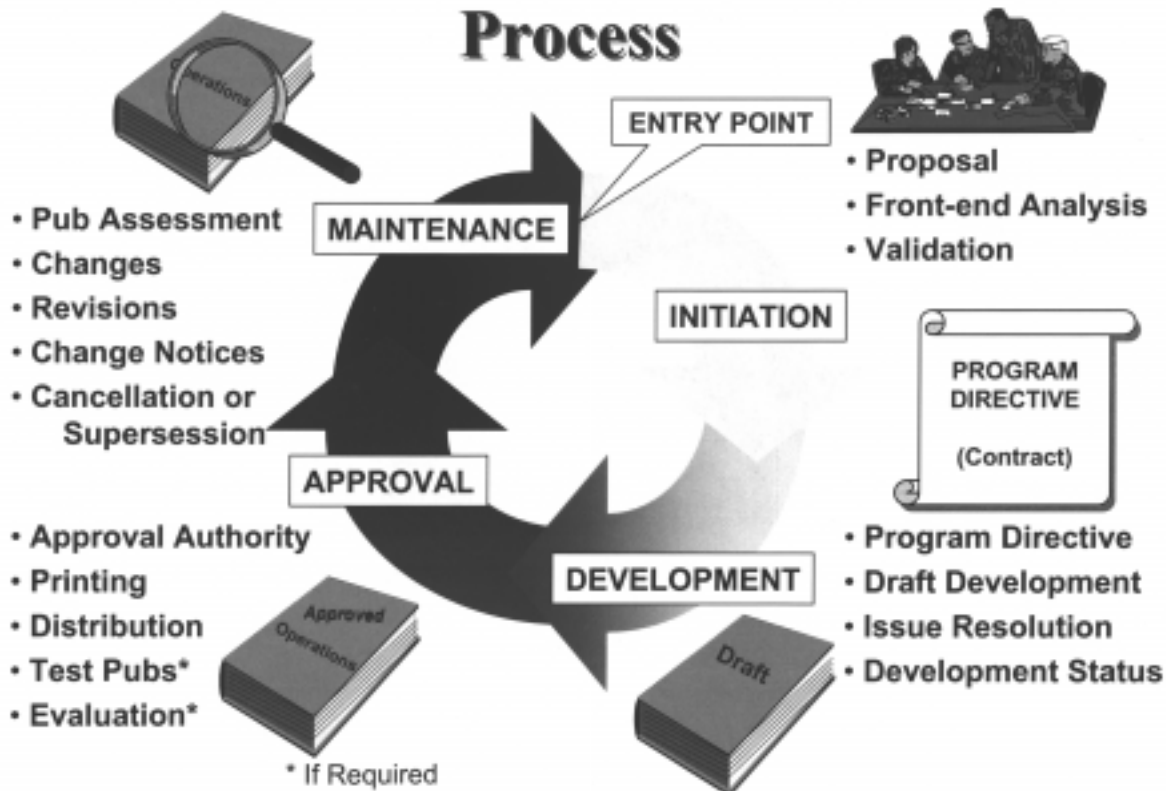
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Background

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The Army's warfighting doctrinal field manuals (FMs) provide the foundation for our operating principles and are designed to serve the units in the field today while looking toward the requirements of the future. They help commanders determine the proper course of action under circumstances existing at the time of decision and establish a common perspective from which to plan and operate. On June 14, 2001, the doctrinal foundation for the Army transformation was firmly established with the publication of FM 1, *The Army*, and FM 3-0, *Operations*. These FMs map the course on how the Army will fight and train for the next 5 to 7 years as we move toward the Objective Force. Across the Army, various doctrinal proponents are reviewing and rewriting FMs to ensure every tactic, technique, and procedure (TTP) can be traced and crosswalked to these two new manuals. These two manuals also mark the transition to the new FM numbering

Doctrine Development Process



system that will align Army manuals with joint Service manuals.

Doctrine Hierarchy

Army warfighting doctrine is organized in a three-tiered hierarchy that provides a structure for developing and implementing doctrinal publications. Tier 1, *Army*, is the highest-level tier and includes publications that offer a broad perspective on Army operations. There are 132 Tier 1 FMs including FM 1 and FM 3-0. Tier 2, *Proponent*, is the second tier, and it is designed to capture the bulk of proponent-level FMs. There are currently 227 Tier 2 FMs and they include all the proponents' principal doctrinal publications along with FMs covering functions, units, and the employment of soldiers and systems. Tier 3, *Reference*, is the final tier, and it contains information that seldom changes and could apply to any soldier or

unit. There are currently 132 Tier 3 FMs and they include tasks such as providing first aid, physical training, and marksmanship.

Doctrine Development

The development of the Army's warfighting doctrine follows a formal, traditional, and time-consuming process that requires careful planning and continuous coordination. The development process may take 18 to 24 months to produce the finished product. Numerous tasks are involved including research, analysis, writing, editing, internal and external staffing, and approval. This timeline varies depending on whether the FM is being newly written or revised, the scope and complexity of the material, the extent of the staffing/review required, and the level of the approval authority. The six phases are assessment, planning, development,

production, print and dissemination, and implementation and evaluation.

Once published, the new or revised doctrine will be integrated into the proponents' training plans. Tactical units implement the doctrine and provide feedback and recommended changes to the proponent. Finally, the combat training centers and the Center for Army Lessons Learned conduct assessments of the doctrine. The normal shelf life for doctrinal publications is 5 years. At a minimum, 36-48 months following publication date, proponents will conduct a formal review of their FMs. The purpose is to assess the usefulness and accuracy of the doctrine, which may lead to additional changes.

Transformation Doctrine

To support the Army transformation, TRADOC is facilitating the development of doctrine on the

familiar three axes of the Army transformation under the provisions of the final draft of TRADOC Regulation 25-36, *The TRADOC Doctrinal Literature Program*. Along the first axis, TRADOC is developing TTPs for the Initial Brigade Combat Team. Along the second axis, TRADOC is revising division and corps doctrine to link it with joint and multinational doctrine. Finally, along the third axis, TRADOC is revising existing Army doctrine in accordance with the *Doctrine Master Plan*, which is a prioritized listing of all Army, joint, multi-Service, and multinational doctrine maintained by the TRADOC Deputy Chief of Staff for Doctrine and used to obtain and prioritize limited resources for doctrine development.

The recent publication of FM 3-90 (formally 100-40), *Tactics*, and the publication of other key doctrinal publications in the very near future expand on the doctrine in FM 1 and FM 3-0, and contain key concepts of the Army vision that set the stage for the Army transformation. These other publications include FM 3-91 (formally 71-100), *Division Operations*; FM 3-93 (formally 100-7), *Decisive Force: The Army in Theater Operations*; FM 4-0 (formally FM 100-10), *Combat Service Support*; FM 5-0 (formally 101-5), *Army Planning and Orders Production*; and FM 6-0 (formally 100-34), *Command and Control*. As revisions to these publications become necessary around 2006 or 2007, the effort for developing Brigade Combat Team doctrine will merge with the need to execute the *Doctrine Master Plan*. Thus, transformation tenets will be incorporated into fundamental publications to reflect transformed doctrine as we move to the Objective Force.

The various TRADOC proponent schools and centers are developing Initial Brigade Combat Team doctrine and TTPs using the initial force operations and organizations as a framework. The doctrinal material consists of a small set of core publications (Tier 1) to guide the training and early organizational refinements

of the Initial Brigade Combat Team. It also consists of follow-on doctrinal publications (Tier 2) that support the core publications derived from unit training, lessons learned, and unit feedback. The management of Tier 2 doctrine is decentralized to proponents who determine timelines, content, and scope.

Division and corps doctrines are being revised to address the command and control and support requirements of the Initial Brigade Combat Team. This will provide the requisite "hooks and links" for joint and multinational operations. Army doctrine must not only be compatible, but also be embedded in current and emerging joint and multinational doctrine that addresses the capabilities of the Initial Brigade Combat Team, and eventually the Objective Force. Development of division doctrine continues, and corps doctrine will surely follow pending the approval of the interim division operations and organizations and the corps redesign, currently scheduled for FY04.

The Army vision, announced by Army Chief of Staff GEN Eric K. Shinseki in October 1999, gave TRADOC the opportunity to incorporate key concepts of that vision into doctrine. As the Army transforms, Initial Brigade Combat Team doctrine will eventually be integrated into the *Doctrine Master Plan*, at which point the key concepts will be included in all publications and become transformed doctrine.

A total of 26 Tier 1 Initial Brigade Combat Team initial draft field manuals were produced by the proponent schools and centers and delivered to Fort Lewis, WA, in the spring of 2000. The Initial Brigade Combat Team is testing and providing input on these doctrinal publications, which will help develop and refine future doctrine. These doctrinal manuals are scheduled for final staffing the first half of 2002. Currently, the division and corps doctrines have progressed far enough in their development process where effective and feasible

corresponding drafts are being produced. These drafts will be staffed, subsequently approved, and used as a guide in the architecture process prior to ratifying the Initial Operational Capability of the first Brigade Combat Team (projected for May 2003). This ratification will allow for meaningful support and focused training, and will establish deployment capabilities mandated by the stated Army vision.

Conclusion

The Army's future doctrine must enable core warfighting capabilities while increasing strategic responsiveness and dominance over an expanded range of mission environments and threats. As such, efforts to shape Army doctrine will continue throughout the mid- and far term. By the midterm, we will reform our doctrinal development process so that it continues to reflect the best available thought on the art and science of military operations. In the far term, this process will ensure that an integrated rewrite of fundamental doctrine is accomplished to provide relevant warfighting doctrine for the Objective Force.

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